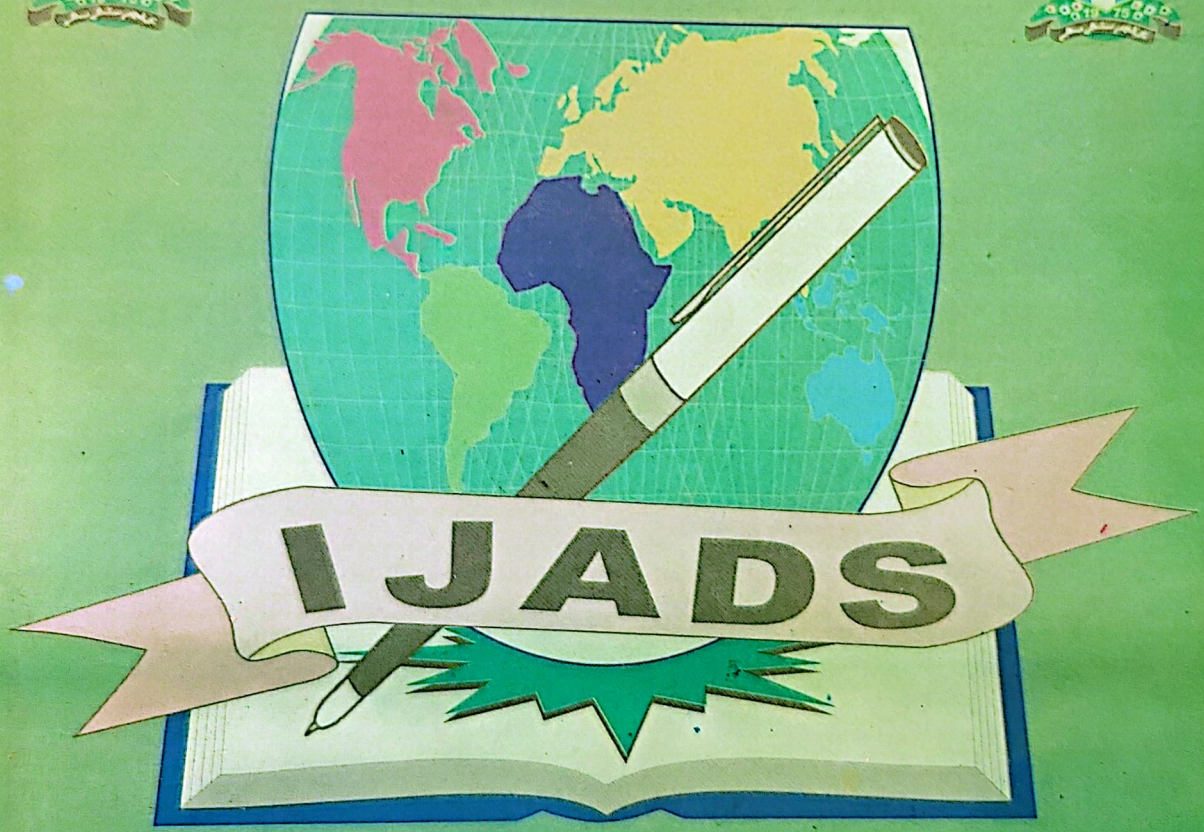
# INTERNATIONAL JOURNAL
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INTERNATIONAL JOURNAL OF ADMINISTRATION AND DEVELOPMENT STUDIES, VOLUME 6, NUMBER 1, MARCH, 2016.


| S/No. | CONTENTS | AUTHORS | PAGES |
|---|---|---|---|
| 1. | An Appraisal of The Role of Promotion in The Performance of Civil Servants in Kwara State Civil Service, Nigeria | Ameen Abdullateef, Abdukareem Abdurazaq Kayode & Bello Muhammed Lawan | 1-22 |
| 2. | Challenges And Prospects of Democratic Consolidation in Nigeria From 2010 – 2014 | Bello Mohammed Lawan, Amao Abdulrazaq Idowu, & Ameen Abdullateef | 23-47 |
| 3. | The Impact of Globalization on The Economy of African States | Bright Orhewere | 48-71 |
| 4. | National Integration and The Quest for Sustainable Democracy in Nigeria | Enaruna Edosa, Ph.D | 72-92 |
| 5. | Participatory Role of Women in Community Development in Nigeria | Animam B. Osirike Ph.D & Tosin E. Egbayebo | 93-103 |
| 6. | Managing Intergovernmental Relations in Nigerian Federation: Challenges and Prospects | Imuetinyan Festus Ph.D | 104-120 |

| | | | |
|---|---|---|---|
| 7. | The Role of Traditional Rulers in Curbing Electoral Violence in Nigeria | Enaruna Edosa, Ph.D & Frederick Imuebe Braimah | 121-140 |
| 8. | The Nigerian Civil Service: Its Evolution, Challenges and Reforms | Imuetinyan Festus. Ph.D | 141-157 |
| 9. | An Assessment of The Factors Affecting Policy Implementation of Maternal Health Care Services in Borno State, Nigeria | Salihu Aliyu Kwayabura, Paul Yalima Mbaya Ph.D & Mustapha Kyari | 158-179 |
| 10. | Millennium Development Goals' Implementation In Nigeria: Milestones and Challenges | Silas Onuche Joel, Ph.D & Usman Sambo, Ph.D | 180-196 |
| 11. | Use Of Indigenous Knowledge in Water and Biodiversity Resources Conservation and Management At Garkida Taula Community of Biu Local Government, Northeast Nigeria | Wakil Malah Bukar Ph.D, Rejoice Paul Mbaya, & Ladi Jidda Bumba | 197-205 |
| 12. | Theoretical Understanding of The Factors Affecting Women Empowerment in Borno State Democratic System | Zainab Gimba Ph.D | 206-220 |

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|---|---|---|---|
| 1. | An Appraisal of The Role of Promotion in The Performance of Civil Servants in Kwara State Civil Service, Nigeria | Ameen Abdullateef, Abdukareem Abdurazaq Kayode & Bello Muhammed Lawan | 1-22 |
| 2. | Challenges And Prospects of Democratic Consolidation in Nigeria From 2010 – 2014 | Bello Mohammed Lawan, Amao Abdulrazaq Idowu, & Ameen Abdullateef | 23-47 |
| 3. | The Impact of Globalization on The Economy of African States | Bright Orhewere | 48-71 |
| 4. | National Integration and The Quest for Sustainable Democracy in Nigeria | Enaruna Edosa, Ph.D | 72-92 |
| 5. | Participatory Role of Women in Community Development in Nigeria | Animam B. Osirike Ph.D & Tosin E. Egbayebo | 93-103 |
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| | | | |
|---|---|---|---|
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| 8. | The Nigerian Civil Service: Its Evolution, Challenges and Reforms | Imuetinyan Festus. Ph.D | 141-157 |
| 9. | An Assessment of The Factors Affecting Policy Implementation of Maternal Health Care Services in Borno State, Nigeria | Salihu Aliyu Kwayabura, Paul Yalima Mbaya Ph.D & Mustapha Kyari | 158-179 |
| 10. | Millennium Development Goals' Implementation In Nigeria: Milestones and Challenges | Silas Onuche Joel, Ph.D & Usman Sambo, Ph.D | 180-196 |
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| 12. | Theoretical Understanding of The Factors Affecting Women Empowerment in Borno State Democratic System | Zainab Gimba Ph.D | 206-220 |

| | | | |
|---|---|---|---|
| 13. | Road Transport Policy and Socio-Economic Empowerment In Nigeria: A Case of Gombe State Transport Service | Mahmoud Umar Ph.D & Usman Bappi | 221-235 |
| 14. | An Assessment of The Factors Affecting Women Participation in Trade Union Activities in Yobe State, Nigeria | Mustapha Alhaji Ali & Ishaku Hamidu | 236-252 |
| 15. | Theoretical Understanding of The Role of Local Government Administration In Capacity Building, Democracy and Grass Roots Development in Nigeria | Umar Adamu | 253-263 |
| 16. | The Pitfalls of Policy Implementation in Grassroots Development in The Local Government Areas of Borno State | Zainab Gimba Ph.D | 264-280 |
| 17. | A Review of The Factors Affecting Forestry Management in Nigeria | Mahmoud Umar Ph.D & Sa'ad Muhammad Hashidu | 281-298 |
| 18. | Privatization in Nigeria: Issues and Concern By Civil Society | Umar Adamu | 299-311 |

# AN APPRAISAL OF THE ROLE OF PROMOTION IN THE PERFORMANCE OF CIVIL SERVANTS IN KWARA STATE CIVIL SERVICE, NIGERIA

*By*

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## ABSTRACT

*Promotion is significant if workers are to be motivated towards greater performance. It is against this background that this study appraises the role of promotion in the performance of Civil Servants in Kwara State Civil Service. A survey design was adopted and data were obtained from both primary and secondary sources. A multistage sampling technique was adopted utilizing purposive, simple random and proportional sampling techniques. Purposive sampling technique was used in selecting a total of seven ministries and one agency, and 250 respondents were randomly selected and closed ended questionnaires were issued but 222 were retrieved. Data collected was organized and analyzed into tables and percentages. The analysis was done through Statistical Package for Social Sciences (SPSS) version 17.0. Pearson Moment correlation Coefficient was used to test the hypotheses formulated; decisions of significant relationship between variables were based on 5% (0.05). Expectancy theory of Victor H. Vroom was adopted because it has a direct link on the influence of promotion on performance. The findings revealed that level of commitment/performance of civil servants to work will increase when promoted. However, the benefit accruing from promotion is not paid as at when due, even arrears are not paid. The study also reveals that there is a strict adherence of the criteria for promotion. Furthermore, the research revealed that promotion remains a factor that enhances performance. The study therefore concludes that, promotion remains a yardstick for enhancing performance but if promotion is denied it demoralizes the working sense of civil servants. It is recommended among others that, there should be prompt payment of entitlements and other benefit to the workers especially when they are promoted as it will encourage them to greater performance.*

## Introduction

Promotion is the advancement of employee in rank from one level (lower) to another level (higher). In the Nigerian Civil Service, promotion is never a right but a privilege for those who meet up with the criteria for promotion. An officer does not ordinarily require to be promoted. Decision on whoever is to be promoted regardless of status and position, rested on the authority or management within the ministry's setup. Junior and Senior

Management Committees compile and scrutinize the names of staff due for promotion within the year. It is on this note that Orire (2007) observes that promotion that is otherwise called elevation has remained a sine-qua non for effectiveness and efficiency in the public service. Outright stagnation often demoralizes performance and consequently brings backwardness to any organization. Promotion practice and performance evaluation are normally based on standard criteria, procedure, and policies, performed by qualified and experienced persons of the organization. In view of the above, the most likely reason for the adoption of staff appraisal is to draw attention to past and present performance in the job in order to reward people fairly and identify those with potentials for promotion.

The moment promotion is denied an employe, frustration, aggression, fixation among others set in and these invariably lead to decline in productivity especially if he perceives his effort as deserving elevation. Hence, management should have a promotion policy and procedure which must be reasonably acceptable to all employees. By being fair and thorough the confidence of employees in the exercise will minimize defensive behavior that is likely to be produced in the candidate that has not been promoted (French, 1983). Employee belief and perception about the fairness of such practices matter a lot. For conducting promotion, employees must know what is expected from them and what they can do.

However, several studies have been conducted on the appraisal of performance of civil servants from different perspectives; none of these studies has covered the appraisal of the role of promotion in the performance of civil servant in Kwara State. It is against this background that this study appraises the role of Promotion in the Performance of Civil Servants in the Kwara State Civil Service, Nigeria.

**Objective of the Study**

The main objective of the study is to appraise the role of promotion in the performance of civil servants in Kwara State Civil Service, Nigeria. The specific objectives are to:

i) identify the criteria of promotion of Civil Servants in Kwara State;
ii) assess the level of compliance with criteria in promotion of Civil Servants in Kwara State; and
iii) examine the extent to which promotion affect performance of Civil Servants in Kwara State.

$HO_1$: There is no significant correlation between promotion and performance in service delivery of civil servants in Kwara State.

**Literature Review and Theoretical Framework**

**Concept of Civil Service**

Ibiyemi, Michael and Bodun (2004), conceives of the civil service (being a part of the public service) as a body of employees responsible for planning, giving advice, and implementing policies in government ministries and departments. These employees are called civil servants. Government ministries are headed by ministers or commissioners and assisted by directors general (permanent secretaries), as well as other departmental heads. Shaiye (1998), viewed civil service as the term used to describe the departments of the state which are saddled with the responsibilities and functions of implementing the policies and programmes of the government. It is an extension of the executive arm of government, whose personnel perform purely administrative and executive duties.

**Concept of Performance**

According to Brumbach (1988), performance means both behavior and results. Behavior emanates from the performer and transforms performance from abstraction to action. As instruments for result, behaviors are also outcomes in their own right - the product of mental and physical efforts applied to tasks - and can be judged apart from results. Motowildo (1997) in Fajana et' al (2010) asserts that performance is the behavior that can be evaluated in terms of extent to which it contributes to organizational effectiveness. Onukwube et' al (2010), added that job performance is the behaviors and outcomes that employees engage in or bring about, that are linked with and contribution to organisational goals. Esu and Iyang (2009) affirm that performance is a multi-dimensional construct the measurement of which varies depending on a variety of factors with the designed performance linked to the vision of the organization. They contend that whether discussed or written, there are standard ways of measuring performance and philosophy behind the standard is to accept or reflect on the job performed by an employee. It is the outcomes of individuals' or team's action or behavior. Akingbagbe (2000) assert that, performance indicators are ways in which current performance are assess in order to improve processes, make comparison and set standard. Ameen, Ifatimehin and Alabi (2014) identifies the indicators of measuring performance of civil servants in Kwara State to include promptness/punctuality, job specification/responsibility/duties, discipline, loyalty, accountability, training and development, orderliness and cooperation. An individual's

performance can be assessed in terms of effort either day to day, when there extraordinary circumstance; this factor reflects the degree to which people commit themselves to job tasks.

**Concept of Compliance**

Compliance is either a state of being in accordance with the established guidelines or speculations, or the process of becoming so. It is also encompass efforts to ensure that organizations are abiding by both industry regulations and government legislation (Jacqueline, 2015). Johnson (2015) posit that compliance is the certification or confirmation that the doer of an action meets the requirements of accepted practices, legislation, prescribed rules and regulations, specified standards or the terms of a contract. It is the act or process of complying to a desire, demand, proposal, or regimen or with coercion (Robert, 2014). Therefore, compliance is the act of conformity in fulfilling official requirements.

Management should have a standard which should be strictly adhered to in carrying out promotion exercises, since it serves as incentive for superior managerial performance and invariably higher productivity (Fulmer, 1978). It is therefore imperative for each organization to provide an objective job description for promotional positions if only to avoid the problem that might follow a subjective promotion exercise. Reasons for every promotion should be documented and job opportunities and qualifications required for promotion should also be made known so that those affected in a promotion exercise will know why they are not elevated.

Promotion in the civil service according to Orire (2007) is never a right but a privilege and therefore not mandatory. Promotion therefore requires commitment and serious dedication to work in order to justify being elevated. In Civil Service, an officer does not ordinary require to request or apply to be promoted. Decision on whoever is to be promoted regardless of status and position, rests on the authority or Management within the ministry's setup.

The following procedure applies in promoting staff in any ministry/department:

(i) Junior and Senior Staff Management Committees compile and scrutinize the names of staff due for promotion within the year;

(ii) A junior staff is considered for promotion after having spent at least two (2) years on a particular post and subject to vacancy that is

GL01 to 06. This falls within delegated powers of the ministry and extra-ministerial departments.

(iii) Senior staff from GL 07 to 14 could be presented for promotion after serving for at least three (3) years on a particular post, subject to vacancy situation and passing competitive examination.

(iv) Staff on promotion to grade levels 15 and above must normally sit for a competitive examination to be conducted by the Federal Civil Service Commission after having served for at least four (4) years on a particular post.

The office of the Head of Civil Service of the Federation (OHSF) takes responsibility for conducting promotion examinations for pool cadre officers up to grade level 13, Assistant Chief Administrative Officer, while the Federal Civil Service Commission handles that of grade level 14 and above.

Criteria for promotion in the Federal Civil Service are as follows:

| | |
|---|---|
| Interview | - 70% |
| APPER | - 20% |
| Seniority | - 10% (2marks for each year after maturity) |
| Overall pass marks | - 60% |

When an officer in the civil service is being promoted, it should be ensured that he/she meets the specified requirements for the promotion. In compliance with criteria in promotion in Lagos State, Yonwuren (2012) expressed that about 3500 eligible civil servants who sought promotion, only those that met the requirements and passes both written and interview exams were promoted (the Punch 6th may 2012). Dalton (1964), in his research into the question of promotion concluded that other factors are considered in the promotion process. Unofficial and internal informal influence are powerful determinants e.g. religion, national origin, membership in the right social club, family connections, personal friendships, sex etc. It is on this assertion Strauss and Sayles (1980), posit that in picking those to be promoted, there is the tendency for the top executive to choose those who feel and think as he does. He often appreciates the employee's loyalty to him and to the organization has been more important than ability. More often than not, he tends to favor those who have a similar social, political, economic and religious interest to his own. Echu (2010) added that most promotions, appointments and job placements are based on political affiliation, ethnicity, religious inclination or the connection and reference of the appointee to the people that matter.

The criteria for promotion vary from one organization to the other, but in general it is usually based on official criteria such as merit, length of service (seniority), ability, performance and educational qualification. While trade unionists argue for the use of seniority as an important criterion for promotion, students of management usually feel that it should be discarded, because it is anathema to private enterprise, since length of service rather than performance is rewarded (Haiman and Scott, 1978). According to Philips (1992) in Aminu (1995), Promotion Scheme in Civil Service has also been revamped to ensure that greater emphasis is given to performance as a criterion of promotion that seniority does not weigh as in the past and the prime of 'Federal Character' does not feature as a criterion. This is to say work done by civil servants should be the criterion for promotion than seniority. Aighewi (2010) states that one of the problems of performance rating is when appraisal is done periodically instead of continuously by which assessors are quite often influenced by recent incidents because they have forgotten certain significant effective or ineffective behaviour in the past which was not recorded. Gilbert (2006) also notes that one of the causes of abuse of the appraisal system was the desire to give close friends and relations advantage over others in competitive promotion exercise thereby making the system lose its usefulness and cannot be depended upon for assessment of performance. He observes that people assessing subordinates by the use of APER Form award marks so generously that no one in a given group of officers being considered for any reward or promotion, were found to have scored lower than 95 percent and in some cases, with candidates scoring 100 percent. Gilbert (2006) then argues that such scores are practically impossible in an objective assessment; and, there is even no evidence anywhere to show for high performance and excellence in the public service.

In order to curtail the excesses of assessors, the Federal Civil Service Commission (FCSC) in 1996 introduced examination to be done in order to evaluate officers to be considered for promotion. Consequently, promotion became based on examination, APER and seniority which carry 70 percent, 20 percent and 10 percent respectively. However, the FCSC itself was accused of sacrificing the otherwise promising career of competent and high-performing officers on the altar of corruption which makes people lose confidence on the FCSC leading to low morale, lack of commitment, frustration and low productivity (Gilbert, 2010). If the standard set by the organization (private or public) is followed to the letter, promotion tends to motivate workers to perform better than they have been doing before.

Kircher and Mason (1975) see promotion as the reassignment of an employee to a job of higher rank and pay. Fulmer (1978) viewed promotion as advancement to a higher position. Beach (1980) says promotion involves reassignment of the employee to a job of higher rank, which involves the movement from a job to another vertically, which must be upward and invariably necessitating more responsibilities and (in most cases) higher pay. Usman (2005) in his work while discussing job performance asserted that promotion usually enhance performance, he started further that promotion does not only bring money to the employee but also a mark of recognition to him.

Robbins (2001) expressed that promotion create the opportunity for personal growth, increased levels of responsibility and increase on social standing. Promotion brings along with it not just more money but also a mark of recognition of the individual's performance. The employee promoted puts in more effort in his work (Cole, 2005). Denyer (1992) says promotion involves a change of status and usually means appointment to a higher grade post with greater responsibilities. It is an important aspect of personnel management because it is one of the means by which workers obtain satisfaction which keeps their morale at a high level. An employee condemned to routine work without the chance of promotion inevitably becomes frustrated and this can lead high staff turnover, low productivity and general dissatisfaction. Most of people view promotions positively, as they indicate that the individual being promoted is successful, valuable and useful.

Orire (2007) in his study on effect of promotion on the performance of NAPEP observes that promotion remained a sine qua non for effectiveness and efficiency in the public service. He concluded that outright stagnation of promotion often demoralizes performance and consequently brings backwardness to any organization. French (1983) in his research conducted posits that the moment promotion is denied an employee, frustration, aggression, fixation among others set in and these invariably lead to decline in productivity especially if he or she perceives his or her effort as deserving elevation. Beach (1990) rehearsed that bypassing an aspiring person (civil servant) for promotion can undermine his morale and since such employee will become a disappointed candidate. Daniel (1992) in the study conducted on the factors responsible for poor performance among staff in federal ministry of agriculture, Maiduguri observed that given promotion to deserving staff at suitable intervals makes workers to be motivated to improve on their performance. He further stressed that

prospects to get promoted motivate staff to work harder and put his best to achieve the organizational objectives. In another view, Abejirinde (2009) used two motivational indicators, namely growth and promotion to determine the level of staff motivation in Nigerian public and private sector, he established high rate of growth and promotion opportunities for the employees in both public and private organization, he equally established high rate of job performance among staff.

Promotion is important to both the organization and the employee because it creates increasing challenges, employee growth and on-the-job-learning i.e. it offers the individual an opportunity to develop fully his or her potentials. Nguyen, Taylor and Bradly (2003) asserts that job satisfaction is the result of promotion opportunities in the organization. Teseema and Soeter (2006) concluded that there is positive relationship between promotion practices and perceived performance of employee. If organizations want to accelerate performance of employees in the organization, fair promotional opportunities should be given to employee (Park, Mitsuhashi, Fey and Bjorkman 2003). Strauss and Sayles (1980) says that promotion is an important source of employee motivation and one of the most highly visible rewards for fine performance and the best means for most organizations to meet their affirmative goals. It should be noted that promotion is not an end in itself, but a means to an end. As such organizations must set targets in the form of productivity/efficiency and whoever meets these targets should be rewarded with promotion because productivity and morale are facilitated if based on objective assessment of present and potential capability of workers (Flippo, 1980). Promotion is likely to have satisfying effect on the promoted individual's needs for esteem, belongingness and security and it gives opportunity for greater self-actualization through more varied and challenging assignments. If the standard set by the organization (private or public) is followed to the letter, promotion tends to motivate workers to perform better than they have been doing before.

Just as promotion can positively affect performance, there are negative impacts it can have on organizations. If promotion is based on extraneous factors not directly related to the job, the effect can be severe on the achievement of the organizational goals. To those who feel they have met all the required standards needed for promotion, they may cut down on their efforts, while those who might have been unduly promoted either through connections or other substandard consideration, may not want to

reciprocate the good gesture of the organization because they know whether they perform or not, promotion will come.

Promotions are meant to induce the beneficiaries to put in extra effort to their performance thereby improving productivity, efficiency and effectiveness in service delivery. If promotion is properly administered, it can be a good source of improved performance and subsequently profit for the organization (private or public). Among other things, an individual so promoted will want to justify the confidence of the organization in him by putting in extra effort.

However, it is important to note that Promotion and Performance are both essential requirements in realizing the efficacy of Service Delivery. In this respect, Promotion in Civil Service connotes an elevation to a more important office. Performance on the other hand deals with an event of attending to duties with a sense of meticulousness and time management. Considering the above explanation, one could note as earlier stated that Promotion and Performance in the civil service are indispensable otherwise put as intertwined. This is because the former (Promotion) brings about the realization of the later (Performance). For instance, a civil servant who is elevated from his present status will definitely with commitment performs his designated assignment with the spirit of efficiency; thus brings to fore the achievement of a good result of what he does.

In another way round, one could come to the conclusion that promotion in the civil service for the civil servants is necessary as at the time so as to strengthen the efficiency of performance as regards what he does in his office. The essence of promotion of civil servants is efficiency and effective discharge of their statutory responsibilities.

**Expectancy Theory**

This study adopted the Expectancy theory of Victor H. Vroom (1964) as a tool for its analysis of the extent to which promotion affect the performance of civil servants in Kwara State. The Theory as it implies identifies that people are in the position to exhibit within their ability high level of effort when understood that there are reasons within the effort they bring to fore, the performance they achieve and basically the outcome/reward they receive after all. This could be better explained that people by their nature invariably do better if the performance of their effort is acknowledged by a specific way of appreciating it. Vroom sticks to the basis that people will be encouraged to do things to pursue their respective goals if they believe in

the worth of that goal; and if they also see that what they do will help them achieve their target.

Notably, this can be clearly interpreted to an organization set up that an employee will first of all consider how his effort could improve his performance and how his performance on the other hand would bring about reward. By expansion, this relates the apprehension of the basis in the Civil Service that a Civil Servant brings his effort to bear in the discharge of his duty and thereafter expects his input in the Service Delivery to be recognized as he anticipates being elevated (promoted) as at the due. Vroom in the bid to analytically explain his Theory of Expectancy went ahead to give an illustration of the theory through below diagram.

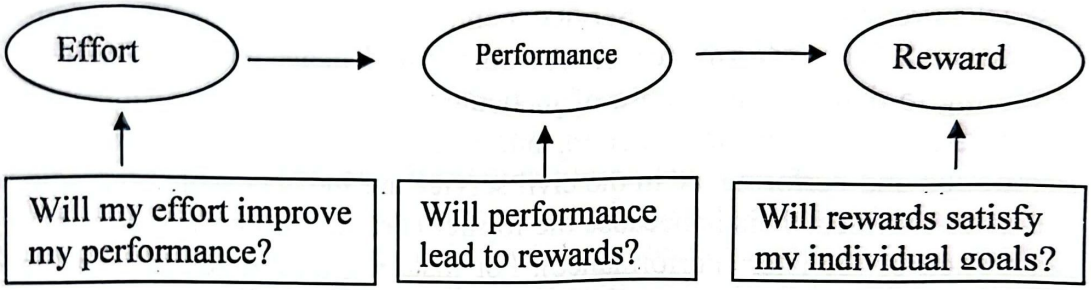



**Diagram 1:** Diagram Showing the Expectancy Theory
**Source:** Victor H. Vroom (1964)

He relates his theory thus: people are motivated to perform at work (1) if they believe their efforts will be rewarded (Expectancies) and (2) if the rewards they expect to receive are important to them (Valences). Vroom emphatically expresses that his theory of expectancy is premised on what to be rewarded with as motivation of their efforts.

Thus, the key constructs in the theory of Expectancy of motivation are:

**Valence:** this refers to the importance an individual places on the reward to be earned.

**Expectancy:** it refers to the degree to which individual believes that he has the necessary skills and abilities to work at this level.

**Instrumentality:** by instrumentality, Vroom means the belief (force) that the employee holds that his hard work will lead to reward.

The relevance of this theory in its interpretation in the Civil Service buttresses the notion that promotion remains a useful means toward motivating Civil Servants to perform optimally in their respective assignments. This could be understood from the key constructs of the theory earlier explained. For instance, a Civil Servant would be convinced as regards working harder when he sees something worthy to be achieved in return of his hard work. This is in practical translation of what Vroom refers to as valence in his theory of Expectancy. On the contrary, the civil servants on a very unfair note are always quick to respond and seek redress whenever they see they are perhaps denied certain reward or the civil service is not taking due cognizance to the supposed acknowledgement of their performance while they disregard their own fair play of performance so expected of them. By a way of expansion, the civil servants have to be adequately informed that promotion though a *sine qua non* for effectiveness and efficiency in public service is never a right, rather a privilege. It therefore entails commitment and dedication to work of a civil servant to justify being elevated. On this note, the civil servants by a manner of determination of purpose demonstrate a deep sense of commitment to their offices.

**Research Methodology**

The study was carried out in Kwara State. Ilorin serves as the official capital of Kwara State in which major administrative operations are carried out and the conduct of promotion exercises take place in the area. The population for the study comprised of all the Four Thousand and Forty (4040) civil servants in selected ministries of Kwara State. The study employed the use of both primary and secondary sources of data. A multistage sampling technique was adopted utilizing purposive and simple random sampling techniques. The purposive sampling method was used to select seven ministries and one agency for the study. The sample size was obtained from the list of staff from each ministry using simple random sampling technique. The study used descriptive and inferential statistics for data analysis. The data gathered was statistically analyzed using Percentage and Pearson Product Moment Correlation statistic to answer the research question and test the hypothesis formulated respectively.

**Results and Discussion**

The research questions which states that: what are the criteria for promotion, what is the level of compliance with criteria of promotion and to what extent does promotion affect performance of civil servants in Kwara State, are analyzed by looking at all the relevant variables.

## Criteria for Promotion and Compliance to the Criteria

The researcher sought to know the degree the civil servants are knowledgeable about the respective criteria for promotion. This is because for any civil servant to be promoted he must undergo the following criteria such as Examination and Interview, APER and Seniority. However, any civil servant who fails to meet up with these criteria will not be promoted.

**Table 2:1 Criteria for Promotion**

| Variable | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| Strongly Agreed | 76 | 34.2 | 34.2 | 34.2 |
| Agreed | 112 | 50.5 | 50.5 | 84.7 |
| Undecided | 19 | 8.6 | 8.6 | 93.3 |
| Disagreed | 9 | 4.1 | 4.1 | 97.4 |
| Strongly Disagreed | 6 | 2.6 | 2.6 | 100.0 |
| **Total** | **222** | **100.0** | **100.0** | |

Source: Field survey, 2014.

The table 2:1 reveals that 76(34.2%), 112(50.5) of the respondents were strongly agreed and agreed respectively knowledgeable about the criteria for promotion while 19 (8.6%), 9(4.1%) and 6 (2.6%) of the respondents undecided, disagreed and strongly disagreed respectively. This indicates that most of the respondents are knowledgeable about the respective criteria for promotion.

## Adherence to Criteria for Promotion

The researcher sought to know the stand of the civil service towards strict maintenance of the criteria for promoting civil servants.

**Table 2:2 Adherence to Criteria for Promotion**

| Variable | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| Strongly Agreed | 71 | 32.0 | 32.0 | 32.0 |
| Agreed | 115 | 51.8 | 51.8 | 83.8 |
| Undecided | 23 | 10.4 | 10.4 | 94.2 |
| Disagreed | 9 | 4.1 | 4.1 | 98.3 |
| Strongly Disagreed | 4 | 1.7 | 1.7 | 100.0 |
| **Total** | **222** | **100.0** | **100.0** | |

Source: Field survey, 2014.

Table 2:2 shows that out of 222 respondents 71(32.0%) strongly agreed and 115(51.8%) agreed that Civil Service maintains the criteria for promotion while 23(10.4%) undecided, 9 (4.1%) disagreed and 4 (1.7%) strongly disagreed respectively. This shows that civil service strictly maintains the criteria for promoting civil servants.

**Political Neutrality in conducting promotion**

The researcher sought to know how politics have been induced in the conduct of promotion, recruitment, transfer and training exercise in the civil service.

**Table 2:3 Political Neutrality in conducting promotion**

| Variable | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| Strongly Agreed | 28 | 12.6 | 12.6 | 12.6 |
| Agreed | 72 | 32.4 | 32.4 | 45.0 |
| Undecided | 31 | 14.0 | 14.0 | 59.0 |
| Disagreed | 53 | 23.9 | 23.9 | 82.9 |
| Strongly Disagreed | 38 | 17.1 | 17.1 | 100.0 |
| **Total** | **222** | **100.0** | **100.0** | |

Source: Field survey, 2014.

Table 2:3 shows that 28 (12.6%) and 72 (32.4%) of the respondents strongly agreed and agreed that there is absence of political neutrality in conducting promotion exercise while 31 (14.0%), 53 (23.9%) and 38 (17.1%) of the responses shows undecided, disagreed and strongly disagreed respectively. Analysis shows that there is absence of political neutrality in conducting promotion, transfer, and training exercise.

**Assessment of the Extent to which Promotion affect Performance**

This section dwells on the assessment of the extent to which promotion affects the performance of civil servants in Kwara State.

**Level of commitment/determination/performance when promoted**

The researcher sought to know the level of commitment and determination of civil servants when promoted.

**Table 2:4 Level of commitment/determination when promoted**

| Variable | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| Strongly Agreed | 105 | 47.3 | 47.3 | 47.3 |
| Agreed | 85 | 38.3 | 38.3 | 85.6 |
| Undecided | 18 | 8.1 | 8.1 | 93.7 |
| Disagreed | 14 | 6.3 | 6.3 | 100.0 |
| **Total** | **222** | **100.0** | **100.0** | |

Source: Field survey, 2014.

Table 2:4 shows that most of the respondents strongly agreed 105 (47.3%) and agreed 85 (38.3%) that level of commitment and determination to work will increase when they are promoted while few of the respondents disagreed 14 (6.3%) and undecided 18 (8.1%) respectively. This shows that level of commitment/determination to work will increase when they are promoted.

**Promotion as Yardstick for Performance`**

The researcher sought to know from the respondents whether promotion remains a factor for enhancement of performance.

**Table 2:5 Promotion as Yardstick for Performance**

| Variable | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| Strongly Agreed | 80 | 36.0 | 36.0 | 36.0 |
| Agreed | 100 | 45.0 | 45.0 | 81 |
| Undecided | 22 | 9.9 | 9.9 | 90.9 |
| Disagreed | 19 | 8.6 | 8.6 | 99.5 |
| Strongly Disagreed | 1 | .5 | .5 | 100.0 |
| **Total** | **222** | **100.0** | **100.0** | |

Source: Field survey, 2014.

Table 2:5 shows that out of 222 respondents 80 (36.0%) strongly agreed and 100 (45.0%) agreed that promotion still remains a yardstick for enhancement of performance, while 22(9.9%) undecided, 19(8.6%) disagreed and 1(0.5%) strongly disagreed respectively. This shows that promotion remains a yardstick/factor for enhancing/affecting performance.

**Non Promotion Demoralizes Performance**

The researcher sought to know from the respondents whether denial of promotion demoralizes their working sense.

**Table 2:6 Non Promotion Demoralizes performance**

| Variable | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| Strongly Agreed | 105 | 47.3 | 47.3 | 47.3 |
| Agreed | 83 | 37.4 | 37.4 | 84.7 |
| Undecided | 23 | 10.4 | 10.4 | 95.0 |
| Disagreed | 10 | 4.5 | 4.5 | 99.5 |
| Strongly Disagreed | 1 | .5 | .5 | 100.0 |
| **Total** | **222** | **100.0** | **100.0** | |

Source: Field survey, 2014.

Table 2:6 reveals that 105 (47.3%) strongly agreed and 83(37.4%) agreed that denial of promotion demoralizes the working sense of civil servant while 1 (0.5%) strongly disagreed, 10 (4.5%) disagreed and 23(10.4%) undecided that denial of promotion does not demoralizes the working sense of a civil servant. This indicates that if a civil servant is denied of promotion, there is the possibility of an event of decline in his level of input.

**Hard work for promotion**

The researcher sought to know whether officers recognized to be hard working, diligent and loyal to the state after promoted are motivated to perform.

**Table 2:7 Hard Work for Promotion**

| Variable | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| Strongly Agreed | 59 | 26.6 | 26.6 | 26.6 |
| Agreed | 82 | 36.9 | 36.9 | 63.5 |
| Undecided | 29 | 13.1 | 13.1 | 76.6 |
| Disagreed | 38 | 17.1 | 17.1 | 93.7 |
| Strongly Disagreed | 14 | 6.3 | 6.3 | 100.0 |
| Total | 222 | 100.0 | 100.0 | |

Source: Field survey, 2014.

Table 2:7 reveals that out of 222 respondents 82 (36.9%) agreed and 59 (26.6%) strongly agreed that government motives its workers by promoting them as at when due any officer to be hardworking, diligent and loyal to the state while 38 (17.1%) disagreed and 14 (6.3%) strongly disagreed as well as 29 (13.1%) were undecided respectively. This analysis shows that government motivates its workers by promoting them as at when due.

**Prompt Payment of Benefits.**

The researcher enquires to know from the respondents whether they are paid their benefit immediately after promotion.

**Table 2:8 Prompt payment of Benefits**

| Variable | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| Strongly Agreed | 27 | 12.2 | 12.2 | 12.2 |
| Agreed | 41 | 18.5 | 18.5 | 30.7 |
| Undecided | 17 | 7.7 | 7.7 | 38.4 |
| Disagreed | 83 | 37.4 | 37.4 | 75.8 |
| Strongly Disagreed | 51 | 24.2 | 24.2 | 100.0 |
| **Total** | **222** | **100.0** | **100.0** | |

Source: Field survey, 2014.

Table 2:8 shows that 27 (12.20%) strongly agreed and 41 (18.5%) agreed among the respondents that the expected necessary benefits are settled immediately after being promoted while 83 (37.4%) disagreed, 51 (24.2%) strongly disagreed and 17 (7.7%) undecided respectively. This reveals that the expected benefits (arrears) are not settled immediately.

**Promotion Arrears**

The researcher sought to know from the respondents (Civil Servants) whether their promotion arrears are paid.

**Table 2:9 Promotion Arrears**

| Variable | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| Strongly Agreed | 18 | 8.1 | 8.1 | 8.1 |
| Agreed | 38 | 17.1 | 17.1 | 25.2 |
| Undecided | 46 | 20.7 | 20.7 | 45.9 |
| Disagreed | 72 | 32.4 | 32.4 | 78.3 |
| Strongly Disagreed | 48 | 21.7 | 21.7 | 100.0 |
| **Total** | **222** | **100.0** | **100.0** | |

Source: Field survey, 2014.

Table 2:9 reveals that out of 222 respondents 48 (21.6%) strongly disagreed and 72 (32.4%) disagreed that promotion arrears of Civil Servants are paid while 46 (20.7%) undecided, 38 (17.1%) agreed, and 18(8.1%) strongly agreed respectively. Analysis of table 4.26 shows that promotion arrears of civil servants are not paid.

**Testing of Hypothesis**

The study used Pearson correlation method to test the hypothesis. The Pearson correlation coefficient or simply the Pearson r examines the significance or otherwise of the association between two variables both of which must have been measured on at least an interval scale.

$HO_1$: There is no significant correlation between promotion and performance in service delivery of civil servants in Kwara State.

**Table 2:10 Pearson (r) summary**

| Source of Correlation | Sums of Square | Df | $r$ | P |
|---|---|---|---|---|
| $\Sigma X$ | 180 | n-1 | 0.43 | <0.05(0.666) |
| $\Sigma Y$ | 20 | 8-1=7 | | |
| $\Sigma X^2$ | 4996 | | | |
| $\Sigma Y^2$ | 64 | | | |
| $\Sigma XY$ | 499 | | | |

**Source:** Field survey, 2014.

**Decision:** the calculated value (0.43) is less than the critical (i.e. table) value (0.666), so we accept the null hypothesis and conclude that there is no significant correlation between promotion and performance of civil servants in Kwara State. The hypothesis corroborates the finding in table 2:5 that promotion still remains a yardstick for enhancement of performance.

**Discussion of Major Findings**

The result from table 2:1 revealed that most of the respondents are knowledgeable about the respective criteria for promotion. This finding corroborated with earlier study of Federal Civil Service Commission (1996) that introduced examination to be done in order to evaluate officer to be considered for promotion. Promotion became based on examination, APER and seniority which carry 70 percent, 20 percent and percent respectively. The respondents are knowledgeable about the criteria of promotion due to the fact that for any civil servant to be promoted he/she must undergo through these criteria.

The finding from table 2:2 showed that civil service strictly complied with the criteria for promoting civil servants in Kwara State. This corroborated with earlier study carried out by Yonwuren (2012) that about 3500 eligible civil servants who sought for promotion, only those that met requirements and passes both written and interview exams were promoted.

The finding from figure 2:3 revealed that there is absence of political neutrality in conducting promotion, transfer, and training exercise. This finding corroborated with the earlier study done by Echu (2010) that most promotions, appointments and job placement are based on political affiliation, ethnicity, religious inclination or the connection and reference of the appointee to the people that matter.

The result from table 2:4 shows that level of commitment/determination to work will increase when they are promoted. The finding from table 2:5 revealed that promotion remains a yardstick/factor for enhancing (affecting) performance. This finding corroborated with earlier studies carried out by Strauss and Sayles (1980) and Arowolo (2012) that revealed that promotion is a source of performance enhancement and is an important source of employee motivation and one of the most highly visible rewards for fine performance and the best means for most organizations to meet their affirmative goals. This finding also corroborates with the earlier work of Usman (2005) that promotion usually enhance performance, he started

further that promotion does not only bring money to the employee but also a mark of recognition to him.

The finding from table 2:6 revealed that if a civil servant is denied promotion, there is the possibility of an event of decline in his level of input. This corroborated with earlier studies carried out by Orire (2007) and French (1983) that the outright stagnation of promotion often demoralizes performance and consequently brings backwardness to any organization. The moment promotion is denied frustration, aggression, fixation among others set in and these invariably lead to decline in productivity.

The finding from table 2:7 reveals that government motivates its workers by promoting them as at when due. The result from table 2:8 reveals that the expected benefits of civil servants are not settled immediately after promotion. The finding from table 2:9 shows that promotion arrears of civil servants are not paid.

## 5.2 Conclusions

From the result of the findings the following conclusion is drawn:
The criteria for promoting civil servants in Kwara state are examination and interview (70%), APPER (20%) and seniority (10%). The Civil Service strictly complies with the criteria for promoting civil servants. However, promotion remains a yardstick for enhancing/affecting performance, but if promotion is denied it demoralizes the working sense of civil servants.

## 5.3 Recommendations

Based from the conclusions stated above the following recommendations are proffered:

i. Assessment criteria such as examination and interview, APER and seniority should not be compromised while dealing with general assessment of the civil servants so as to maintain integrity of the civil service.
ii. The Civil Service rules and regulation should not be bent to either suit oneself as the boss or in favour of any civil servant as the case may be. This would in this regard assure the dignity of the system.
iii. Since promotion remains the major yardstick for enhancement of performance, civil servants should be promoted at due course while the expected remuneration be paid without much delay in order to encourage and put them in their respective toes.

iv. Entitlements and other benefits should always be extended to civil servants that are promoted, by so doing, the essentiality of the civil service is re-assured.

v. The idea of promoting civil servants without financial remuneration should be stopped which common to most of the state.

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